

ALLYN J RADFORD

Summary

Allyn Radford has achieved international recognition for the design and development of solutions for eLearning and eBusiness. Allyn has held positions in private enterprise, higher education and fee-for-service education where he has designed and built a range of innovative infrastructure solutions to satisfy client and stakeholder requirements. The range of projects includes clients in education, private enterprise, aerospace and defense.

During the past six years Allyn has been very involved in the implementation of a range of standards-based learning infrastructures and has become a respected member of the international community working on educational technology standards. He continues to play a leadership role within the organizations in which he works and has an extensive network of international colleagues that are also leaders in the development and implementation learning solutions and standards.

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Professional Experience

Learn'ilities' Pty Ltd Learn'ilities' Pty Ltd is an independent consultancy undertaking client projects in solution architecture for eLearning and Knowledge Management, content strategy development, infrastructure implementation management, and a range of related services.

Mar 07 - current Principal and Managing Director

Role: Establish Learn'ilities' as a solution architecture consultancy and manage all aspects of its growth and development.

Achievements Established Learn'ilities' as a functioning business

Successfully marketed Learn'ilities' services to a range of clients and acquired them. Through this establishment phase, this included the delivery of all services.

HarvestRoad Ltd HarvestRoad Ltd is a software technology company that has developed the best-of-breed digital object repository application. Its content management functionality is ideally suited to training, education and knowledge management functions. HarvestRoad's current clients are predominantly in the education, defense and aerospace industries.

Previous Position: General Manager, Standards Projects
Sept 03 – Feb 07 HarvestRoad Ltd

Role: Three different roles have been undertaken during employment with HarvestRoad. The initial role was to work with a local sales resource in Mexico to win the company's largest contract (approx AUD11m over 4 years). After winning the contract I spent a period of 18 months on site with the client in Mexico to direct the project and recruit a local person for the position. Upon return to Australia I was asked to establish HarvestRoad's consulting services unit and to recruit a replacement at the General Manager level. Currently, my role involves client projects that are significantly focused on the exploitation of educational technology and interoperability standards, participation at an international leadership level in the development of those standards and specifications and the normal responsibilities of corporate leadership and strategic development as an executive manager within the company.

Achievements: Built the HarvestRoad brand at an international level in the United States and Europe to be recognized as the best-of-breed, independent repository solution eLearning and Knowledge Management requirements in education and defense with increasing recognition in corporate and government requirements.

Successfully built high-value client relationships and won major projects for HarvestRoad including: California State University System Digital Marketplace, the Transport Integrated Learning Information Service in Australia, and the Instituto Latinoamericano de la Comunicación Educativa (ILCE) in Mexico.

Developed and implemented innovative eLearning infrastructure solutions for HarvestRoad clients in Australia, Latin America and the United States.

Assumed executive responsibility for the design, development and implementation of the ILCE CIMED project. The ILCE requirements were for a system that would provide services for in excess of 4 million users across 13 Latin American and Caribbean countries. At the time of planning and implementation the ILCE project was the largest ever undertaken and required a standards-based eLearning and competency management environment.

Established the Services team and lead them in the establishment of a set of processes and documents to guide service engagements.

Elected to the Board of Directors of IMS Global Learning Consortium (IMS). This organization has developed 18 Specifications that have become the most dominant specifications and standards for interoperability of education and training systems. For example, application profiles such as the ADL SCORM rely heavily on the IMS specifications.

Played a key role in the negotiation and establishment of the ADL Partnership Lab for Latin America and the Caribbean and recruited the inaugural Director.

Inaugural recipient of the Australia-Mexico eLearning Appreciation Award. This award is presented annually by the Australian Ambassador to Mexico for efforts to bridge the digital divide between Australia and Mexico through eLearning and development.

**Open Learning
Australia Pty Ltd**

Open Learning Australia (now Open Universities Australia) is a non-profit company owned by seven leading Australian Universities. It provides distance education to adult and second-chance learners.

Jan 01 – Sept 03

Manager, Informational Technology (incl. Online Services)
Open Learning Australia Pty Ltd (OLA)

Role:

Establish an IT Team within OLA to design and build the Open Learning Australia Learning Portal and revise all IT operations to meet new business directions of the company. When I started with OLA the company had a single system administrator and contracted a range of services. During my employment I refined and re-developed the conceptual model of the OLA Portal, recruited a small but highly effective IT team to manage outsourced development and perform routine operational maintenance of IT systems, selected the hardware, software and development/integration partners for the Portal development, and managed the implementation so that it met the needs of OLA's shareholder universities and other stakeholders. The OLA Learning Portal was internationally recognized as a leading development in standards-based eLearning. Demonstration models were implemented in two ADL Co-Labs due to its advanced resolution of implementation issues and success in establishing a federated repository model.

Achievements:

Repositioned OLA as the controlling partner in the Learning Portal's development while maintaining good relations with the various parties involved.

Managed the complex relationships with OLA and its internal and external stakeholders during the Learning Portal's redesign, development and implementation.

Contract negotiation, and review of all legal agreements prior to request for any external legal advice. The contracts negotiated for OLA provided a position of strength in the development relationships and provided a solid basis for managing risk.

Redesigned the conceptual model for the Portal so that OLA was protected from unfavourable changes in vendor pricing and created the opportunity for OLA to change the applications used in line with business requirements and providing greater flexibility within the infrastructure.

Enhanced the revenue generation potential of the model and added nine new revenue streams to the conceptual model that were to be brought online in stages as OLA developed new lines of business.

Established the approach to 'learning object' development, metadata and re-usability of learning content. This attracted great interest and a strong desire for collaboration with OLA amongst the course providers and standards development organizations.

Managed the deployment of new systems and servers within the OLA infrastructure and the development of the Portal on a very limited budget due to the OLA non-profit status.

Melbourne IT Ltd MelbourneIT was a wholly owned subsidiary of the for-profit arm of the University of Melbourne. Its primary business was as a domain name registrar. The divisions in which I worked were established to provide new business opportunities. MelbourneIT was floated in 1999 and became a public company.

June '00 – Oct '00 Manager, Concept Development (Solutions Architect)
New Products Division, Melbourne IT

May '99 – Jun '00 Manager, Online Enterprise Solutions
Melbourne IT

Role: There were two different roles during my employment with MelbourneIT. I was initially recruited by the General Manager to establish the Online Enterprise Solutions Division team and undertake the operational management of the team, projects and clients. After the company was floated (IPO) the Board decided a higher value business model was required. I participated extensively in the strategy development to change the services-revenue business model of Online Enterprise Solutions Division to the transaction based model of the New Products Division focusing on B2B marketplaces and managed services. The new role of Manager, Conceptual Development was created. In this role I reviewed business opportunities brought to the company, determined which should be pursued, and worked with internal and external stakeholders to create the optimal conceptual models for the business to be undertaken.

Achievements: Established and managed the Online Enterprise Solutions team:

- Provided appropriate advice on the revision of the staffing profile and then recruited a team of 12 people including project manager, front-end web designers and developers, system integrators, software engineers and database developers;
- Won several clients from larger, more established competitors by establishing strong relationships and developing staged solutions that were more appropriate to client requirements;
- Exploited network of contacts in the US and attracted and investigated international opportunities and strategic alliances;

Successfully managed existing fee for service client projects to conclusion and wound down those relationships without harm to Melbourne IT's standing.

Developed a framework and process for the creation of online marketplaces that captured the maximum potential revenue and was replicable across different marketplace opportunities.

Architected solutions of varying sizes in a variety of industries including transport/logistics, online learning and managed services for e-business, eg:

1. Transport/Logistics Marketplace Development

- Identified a key transport sector opportunity;
- Conducted early negotiations that qualified the opportunity;
- Developed the integration strategy and high level project plans for implementation with minimum disruption to both businesses;
- Reviewed existing revenue streams and identified additional revenue enhancement within the business;
- Developed the staged B2B marketplace model which would add an additional 12 revenue streams;

- Performed high level technical architecture review and identified the optimal staged growth plan based on transaction projections, availability and scalability requirements;
- Assisted in the development of the Board proposal.

2. PKI security validation/receipting/vaulting solution

Assisted in the development of the opportunity to purchase an affiliate license and operate a solution that would provide Digital Certificate validation and an audit trail in electronic transactions.

3. Online communities and eLearning Hub

Evaluated an Israeli developed online community support application and analysed the potential for MelbourneIT to enter into a strategic relationship with the development company. Designed an eLearning marketplace to complement the potential of a strategic relationship with an LMS development company and analysed the potential reward of the reseller role to MelbourneIT.

Previous Positions:

RMIT University RMIT is a leading technology University in Melbourne, Australia. Three different positions were undertaken at RMIT.

Mar '98 – April '99 Senior Consultant, Office of the Deputy Vice-Chancellor, and Director, International New Media Centre, RMIT

Role: Undertake research and development projects within the Office of the Deputy Vice-Chancellor that were focused on the establishment of online learning at RMIT. Proposed models were required to consider new organizational and operational models including infrastructure, people, financial models, corporate governance and educational models based on international best practice.

Achievements: Researched and developed a model for RMIT to establish online learning capability. The model was designed around the unique identity of RMIT within Australia and the practical nature of its degree programmes.

Feb '97 – Mar '98 Senior Consultant/Researcher, Office of the Dean of Art, Design and Communication; and, Director, International New Media Centre @RMIT

Role: To establish, direct and manage projects commissioned by the Emerge Cooperative Multimedia Centre or other government or corporate bodies as required with a particular focus on the skills shortage in the IT/Interactive Media sectors.

Achievements: Development of several high profile innovation projects for the new media industries.

Developed the Interactive Media in Advertising programme as a third year elective for advertising students.

1994 – Feb 97 Coordinator, External Courses unit
Department of Visual Communication, RMIT

Achievements: Established a new business unit within the Department of Visual Communication to develop a comprehensive portfolio of externally offered "fee for service" non-award courses for New Media industries.

University of The University of Melbourne is one of Australia's most highly regarded

Melbourne universities both nationally and internationally.

1983 – 1994 Coordinator, Imaging and Information Technology
University of Melbourne

Achievements: Coordinate all aspects of Imaging and Information Technology (I&IT) within the Department of Pathology and develop appropriate IT infrastructure to support the research and teaching activities.

Develop and implement image analysis strategies, direct and/or produce electronic media for multimedia and other instructional technologies, and develop scientific imaging systems.

Employment prior to 1983:

Employment undertaken prior to 1983 was not directly relevant to eLearning or eBusiness.

Other Professional Experience and Activities

International Educational Technology Standards

- a) IMS Global Learning Consortium (<http://www.imsglobal.org>) – International peak body for the establishment of interoperability specifications for educational technologies.
 - i) Member of the Board of Directors (2006); and,
 - ii) Member of specification working groups for Content Packaging, Federated Architectures and Common Cartridge.
- b) Advanced Distributed Learning (ADL) Initiative – organization funded by the US Department of Defence to develop interoperability specifications for training and readiness.
 - i) Member of the SCORM Technical Working Group
 - ii) Advisor to the S1000D – SCORM alignment projects (contracted via IAI Inc.)
 - iii) Member of the CORDRA SIG

I have developed strong working relationships with key people in other standards organizations including IEEE Learning Technology Standards Committee, Aircraft Industries CBT Committee, Open Knowledge Initiative, Australian Educational Technology Standards Committee and others.

Qualifications

Education: Graduate Diploma of Applied Science (Information Management) Deakin University, 1992

Bachelor of Applied Science, RMIT, 1985